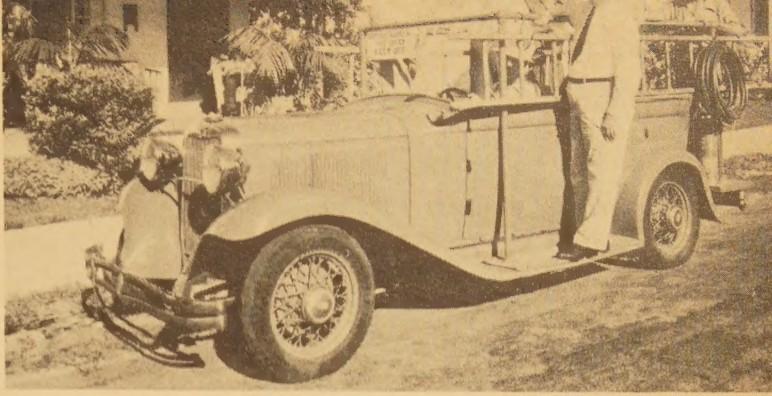


Dusing Management Bulletin

NO. 1 REFERENCE
JAN 17 1944



MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

January 20, 1943

LIBRARY

Through NAHO regional conferences, committee meetings and correspondence, and a special meeting of the Executive Council on December 3, the Division has within the past two months augmented its efforts to keep abreast of the mounting problems of public housing management — fuel shortages, heating plant conversions, curtailed recreational programs, rapid maintenance personnel turnover, demand for increased wage scales, tenant income computations, rental schedules, day care nurseries, organizing for civilian defense, maintenance of health standards. . .

Increased Maintenance Pay Recommended

The Executive Council meeting on December 3 was called by Chairman Paul L. Stannard especially for the purpose of reaching some plan of action for increasing the compensation of maintenance and operating employees of the Federal Public Housing Authority on housing developments. The Council's recommendations were premised on the objective of "the safeguarding of public housing developments both against deterioration and depreciation due to inadequate maintenance or faulty operation and against the more apparent hazards, such as fire and sabotage."

To this end, the Council approved the following statements: (1) "The Council strongly endorses any attempt to achieve reasonable increases in compensation of maintenance and operating employees in order to facilitate enlisting and retaining the services of such employees in the present highly competitive and rising market for such personnel." (2) "In adjusting the compensation of maintenance and operating personnel, consideration should be given to differentiation between employment on permanent and temporary housing developments, to the maintenance of higher compensation for supervisory or administrative employees than for the employees they direct, to the best uses of both hourly and annual bases of compensation, and to the use of special war bonuses instead of

changes in basic rates of compensation." (3) "The Chairman of the Management Division is requested to consult with proper officers of the Federal Public Housing Authority at the earliest possible time and to offer to appoint a Committee of the Management Division that could assist FPHA by submitting opinions and facts regarding the need for adjustment of compensation in various local programs and projects."

With the mid-December passage by Congress of the overtime pay bill, appointment by Chairman Stannard of the committee authorized by the Council has been postponed pending final determination of the effects of the legislation. FPHA, however, has already announced that the bill assures pay increases to virtually all FPHA employees and the FPHA Personnel Division has issued this statement: "This bill provides for payment of overtime for time in excess of 40 hours per week to employees paid on a per annum basis. Overtime will not be paid on that part of any salary which exceeds \$2,900 and the aggregate of salary and overtime may not exceed a rate of \$5,000. Employees paid at daily or hourly rates who work intermittently will receive a straight 10 per cent increase and the \$5000 limit is also applicable to this class. Employees paid on a daily or hourly basis whose pay is adjusted from time to time in accordance with prevailing wages are excluded from benefits of the resolution. The resolution suspends the Saturday half holiday law and becomes effective December 1, 1942. (Some further unofficial interpretations are included in FPHA Bulletin No. 25, 12-22-42.)

MacGathan Replaces Sharpe on Council

Mr. Carleton F. Sharpe, first Chairman of the Division for 1940-41 and elected in 1941 for a three-year term on the Executive Council, submitted his resignation at the December 3 Council meeting, stating that because of the recent affiliation of many of the Council members with federal agencies

New Division Members

Adams, J. R. - Resident Manager, Yealer Terrace, Seattle
 Aldrich, L. Sherman - Regional Management Adviser, Region VI, Federal Public Housing Authority, Chicago
 Anderson, William G. - Property Manager, Langston Housing Project, Washington, D. C.
 Biro, George W. - Housing Manager, Baker Homes, Lackawanna (New York)
 Cary, Howard S. - Housing Manager, Cherry Hill Gardens, East Paterson (New Jersey)
 Daniels, C. Franklin - Housing Management Adviser, Federal Public Housing Authority, East Orange (New Jersey)
 Erlanger, Elizabeth - Secretary to Housing Management Committee, Citizens' Housing Council, New York City
 Fortmann, E. C. - War Housing Manager, Federal Public Housing Authority, Wilmington (Illinois)
 Foster, Cleo W. - Senior Maintenance Engineer, Federal Public Housing Authority, San Francisco
 Garrett, Wilson B. - Housing Manager, Multimax Village, Beaumont (Texas)
 Georgia, Willard E. - Senior Housing Management Adviser, Federal Public Housing Authority, New York City
 Glascock, William L. - Management Training Adviser, Region X, Federal Public Housing Authority, Oakland (California)
 Herman, Robert E. - Housing Management Adviser, Region V, Federal Public Housing Authority, Cleveland
 Hubbard, DeHart - Senior Racial Relations Adviser, Region V, Federal Public Housing Authority, Cleveland
 Izay, George J. - Housing Manager, Civilian War Housing, Rome Air Depot, Rome (New York)
 Jessup, John A. - Regional Project Services Adviser, Region I, Federal Public Housing Authority, Brookline (Massachusetts)
 Kennedy, J. Perry - General Manager, Federal Public Housing Authority, Williamsport (Pennsylvania)
 Lightfoot, William, Jr. - Region V, Federal Public Housing Authority, Cleveland
 Lynch, Philip J. - Housing Manager, Federal Public Housing Authority, Delaware County (Pennsylvania)
 Matthews, Sunshine - Management Training Adviser, Region VIII, Federal Public Housing Authority, Fort Worth
 Morris, Irvin - Housing Manager, Offutt Park, Connersville (Indiana)
 Neely, Catherine - Assistant Manager, Glen Hazel Heights, Pittsburgh
 O'Leary, Joseph E. - Housing Manager, Hoffman Plaza and Maple View, Elmira (New York)
 Remick, Fred W. - Housing Manager, Federal Public Housing Authority, Massena (New York)
 Schaffran, E. Morton - Housing Management Adviser, Region V, Federal Public Housing Authority, Cleveland
 Smith, Francis M. - Housing Manager, Federal Public Housing Authority, Mineville (New York)
 Stowell, Nathan - Management Adviser, Region V, Federal Public Housing Authority, Cleveland
 Van Nostrand, S. Walter - Acting Regional Fire Prevention and Safety Engineer, Region II, Federal Public Housing Authority, New York City

and especially with two representatives from his region (V) on the Council, he felt his place could be better filled by a Division member representing a local housing agency. The Council accepted Mr. Sharpe's resignation with regret and with an expression of appreciation for his services to the Division. As his successor, to serve until the next Annual Meeting of members of the Division, it elected Mr. John MacGathan, Executive Director of the Municipal Housing Authority of the City of Schenectady.

More Committee Personnel

Membership of the Division's Committee on Maintenance Methods and Problems, and Measurement Standards, under the Chairmanship of J. Stanley Raffety, Manager, Laurel Homes, Cincinnati, was completed recently with the acceptance of appointments by: Vice-Chairman, Philip Kent, Manager, Julia C. Lathrop Homes, Chicago; James J. Boyle, Manager, Queensbridge Houses, New York City; O. L. Brewington, Assistant Project Manager, Navy Defense Housing Projects, Long Beach; Bartley W. Cavanaugh, Executive Director, Housing Authority of the City of Sacramento; Joseph W. Pratt, Housing Manager, Vineyard Hill Homes, Wheeling (West Virginia); Parker H. Davis, Maintenance Engineer, Federal Public Housing Authority; Mrs. Margaret H. Dora, Housing Manager, Fairfield Courts, Stamford (Connecticut); George G. Genung, Director, Division of Plant and Structures, New York City Housing Authority; F. J. Harvard, General Housing Manager, City of Covington Municipal Housing Commission, Covington (Kentucky); Taylor Hatcher, Assistant Director, Portsmouth Metropolitan Housing Authority, Portsmouth (Ohio); Ira E. Lute, Housing Manager, Housing Authority of the City and County of Denver; Dowell Naylor, Executive Director, Housing Authority of the City of Waco (Texas); T. J. O'Connor, Housing Manager, Merrimack Park, Norfolk (Virginia); Leslie Patton, Principal Housing Management Analyst, Federal Public Housing Authority; James E. Scott, Manager, Liberty Square, Miami; George E. Smalley, Assistant Superintendent, Housing Authority of the City of Bremerton (Washington); Lawrence H. Tucker, Community Manager, Greenhills (Ohio); Harry W. Watts, Executive Director, Housing Authority of the City of Miami.

Committee Meetings

Lawrence M. Cox, Chairman of the Committee on Management Aspects of War Housing, after an initial meeting of the nucleus group of the Committee in Norfolk (Virginia) on November 6 and 7, issued a preliminary report, for Committee use only, reviewing the status of the 1941-42 recommendations of the Committee and outlining possible approaches to the 1942-43 job. On January 12 and 13 a meeting of the full Committee convened in Chicago, when these preliminary recommendations were reviewed preparatory to organizing a statement for general distribution. Some of the matters that came up for discussion at the meeting were: FPHA's management manual, NHA's programming policies, local authority manuals of operation and procedure, changes in FPHA lease forms and regulations, rent control, child care, federal-local relations, decentralization, paper work, and payments in lieu of taxes.

The Committee on Housing Management Training also met again during December and approved a new Division service -- the publication and distribution to Division members of a series of "Solutions of Housing Management Problems" written by various members in somewhat the form of case reports. The first two reports of the series are being sent to the membership with this issue of the BULLETIN. Others are ready for publication and the preparation of additional ones is under way.

CONSUMER EDUCATION CONFERENCE

The tenant clubs of Yamacraw Village and Fellwood Homes in Savannah recently sponsored a three-evening conference on consumer problems, with local teachers and specialists lecturing and leading discussion and with a management aide from one of the housing communities presiding. The program for the three meetings is outlined below:

First Session

CONSERVATION AND NATIONAL DEFENSE

What Can I Do? - Lecture and discussion led by the Unit Supervisor of the WPA Nutritional Lunch Program

Stretching the Clothing Dollar - Lecture and discussion led by a high school instructor in Home Economics

Second Session

GETTING OUR MONEY'S WORTH

Getting Our Money's Worth - Lecture and discussion led by an instructor in marketing and accounting from the Georgia State College

Weights and Measures - Lecture and discussion led by a former Supervisor of WPA Workers' Service Project

Third Session

FOOD FOR VICTORY

Better Health Through Foods - Lecture and discussion led by a Public Health Nurse

Food for Victory - Lecture and discussion led by the head of the Home Economics Department of the Georgia State College

In addition to the lectures and discussions, some ten display booths made further material on the subjects of the conference available. The booths were arranged by consumer education teachers and covered clothing, food labeling, health, weights and measures, food substitutes, salvage, conservation of household equipment, etc.

Each evening of the conference about a dozen WPA consumer education teachers attended the meetings for consultation on individual problems. Consumer movies were also shown.

WE PRESENT...



COMMITTEE
CHAIRMAN
J. S. RAFFETY

(Ninth in a series of biographical sketches of the Division's officials.)

Mr. Raffety was a two-year member of the Division's first Executive Council, serving from 1940 to 1942. He is a charter member of the Division and has now begun his third year as Chairman of the Division's committee on maintenance problems. He was born in Grinnell (Iowa) and graduated from Grinnell College with a BA in political science and economics. He then served about a year in the Army, afterwards entering the Massachusetts Institute of Technology to obtain a BS in civil engineering.

With this background, Mr. Raffety spent five years in the general contracting and building construction business, then two years as resident engineer in charge of the construction of what was then the longest and widest concrete viaduct in Ohio. From 1930-36 he was Sanitary Engineer of Hamilton County (Ohio). His first actual housing experience came in 1936 as Engineer for the Resettlement Administration. Through his contact with the Greenhills community in Cincinnati, he became interested in the housing program and early in 1938 was appointed manager of PWA-built Laurel Homes in Cincinnati, where he has been ever since. In addition, he is now manager of Lincoln Court there, an FPHA-aided, low-rent development--bringing to 2318 the number of dwelling-units under his management. It is his opinion that housing managers are made and not born--that no amount of education can be substituted for actual administrative experience.

RENT COLLECTION LOSS AND VACANCY REPORTS

I/300 OF 1 PER CENT DEFICIT

...Chicago

Below is the Howard Vincent O'Brien column in the Chicago Daily News for January 12:

DIРЕ things happen when government invades the domain of private enterprise. Take the case of the Ida B. Wells Homes, built by the Chicago Housing Authority for Negro families who would otherwise be without decent lodging.

This project was opened 18 months ago; and, unfortunately, has been a losing venture. There was a deficit. The government was in the red, to the extent of \$156.49.

Some 1,650 families, none of them having an annual income of more than \$1,107 (the average was \$759, or \$14.54 a week) had been provided with shelter; but the burden had been too great. The government, after 18 months of altruism, was \$156.49 in the hole.

In the Red

Statisticians tore their hair. Had they known about it, editorial writers would have written editorials. Another socialistic venture had failed. Another case of boondoggling could be chalked up against the New Deal. It was terrible!

Seven thousand people had lived in "Wellstown"—"the happiest community in the world," they called themselves—but as a business proposition, it was no go. They had paid out more than half a million dollars in rent; but they had fallen short of solvency by \$156.49—1/300 of 1 per cent.

Here was a crisis. And this is the way it was met.

Crisis

The Ida B. Wells Community News got out a special edition, inviting everybody to attend a birthday party for the superintendent, Mr. Oscar Brown.

In his honor, everybody was asked to contribute to a fund for the liquidation of the \$156.49 deficit. Gifts were to be no less than a dime, nor more than 15 cents.

The party was a great success. Under pennies and nickels, the tenants of the Ida B. Wells Homes buried that shameful deficit: and now, after 18 months of operation, can say that their financial record is without blemish.

Congratulations to Mr. Oscar Brown, the people of "Wellstown," and the Chicago Housing Authority.

\$78.31 — 5-YEAR LOSS

...Atlantic City

The Housing Authority of Atlantic City has submitted a copy of the following editorial in the Philadelphia Evening Bulletin.

"Appreciation by tenants of low rental housing projects of their government-financed homes is indicated in the report of

the first five years of operation of the Stanley Holmes Village, an Atlantic City slum clearance group. In that time only \$78.31 has been lost in rent collections for the 277 apartments.

"The Village was erected on a site that once was declared to be the worst breeding place of crime and disease in the resort. The average yearly income of tenant families is \$800.

"Dividends aside from the record compiled for prompt rental payments cannot be figured, for some of the biggest gains achieved by housing work have been intangibles.

"The meeting of rent obligations is an encouraging feature, for it dispels doubts some critics have held as to the willingness and ability of tenants to pay and management to collect.

"If other slum clearance projects around the country can approach the Atlantic City figure, low-rental housing will find itself in much greater favor when the time comes for extension of the work."

.000043394 PER CENT LOSS

...New Orleans

The Housing Authority of New Orleans has submitted the following excerpt from the report of a management aide: "You may be interested in learning that during the year from October 1, 1941 through September 30, 1942, this development did not suffer any vacancy loss whatsoever.

"As a matter of bookkeeping the sum of \$16.50 representing two months rent on the Health Clinic was charged off as vacancy loss. However, this was not a true vacancy loss as far as this department is concerned. During the same period our collection loss amounted to \$5.97 or .000043394%. This represents the collection of \$137,569.53 out of a possible \$137,575.50."

The above report is from the Lafitte Project in New Orleans, an 896-unit, FPHA-aided community for Negroes.

NO SERIOUS PROBLEMS

...St. Petersburg

Quoted from the section on "Management" of the Fourth Annual Report of the Housing Authority of the City of St. Petersburg: "No serious problems have been encountered in the Management of Jordan Park. The Project has been managed well within the approved budget. In fact, the Project has been so economically managed that the Authority has been able to make a substantial payment to the Federal Public Housing Authority as a reduction of Annual Contribution, and a payment to the City of St. Petersburg, and the County of Pinellas in lieu of taxes. . . The vacancy loss for the period January 1st to December 31st, 1941 was .16 of 1%, and for the period January 1st to August 31st, 1942 was .25 of 1%. The collection loss for the period January 1st to December 31st, 1941 was .52 of 1%, and for the period January 1st to August 31st, 1942 was .40 of 1%. These vacancy and collection losses are very low considering the fact that for almost a year during the above stated periods St. Petersburg was an area of dislocated labor and that common labor was finding lucrative employment in defense areas, and even domestic help was offered higher wages in other localities. The Management Budget sets up a reserve of 3% to cover Vacancy and Collection losses."

DELIGHTED TENANTS — LOW LOSSES

...San Francisco

From the Fourth Annual Report of the Housing Authority of the City and County of San Francisco: "The families are delighted with their new homes and show their appreciation . . . by the extremely small rent delinquency, less than 1/10 of 1%."



A MARINE MOVES IN

The above is a New York Daily News' picture of an incoming tenant at Wallabout Houses, a war housing project for Navy families.

AVAILABLE UPON REQUEST...

FUEL CONSERVATION POSTER

An effective red-white-and-blue, photographically illustrated poster, 27" long x 19" wide, portraying that a 10 per cent fuel saving can be effected by pulling window shades down, is available upon request to Barton A. Cummings, Department of Information, Office of Price Administration, Washington, D.C. The poster can be identified by its title line: "Pull down your shades!"

REFRIGERATOR CONSERVATION

The first pamphlet in a series being prepared by the Bureau of Home Economics of the Department of Agriculture on how the housewife can make her household mechanical equipment outlast the war has now been issued jointly with the Office of Price Administration. It is called How to Make Your Refrigerator Last Longer and gives illustrated directions on how to get longer, better service from a refrigerator. It can be obtained free from the Office of Price Administration, Washington, D.C.

THE MASTHEAD

Pictured in the masthead is the fire truck at Edison Courts in Miami (345 units) that was provided and equipped by the community Air Raid Wardens' Organization with the assistance of other social groups in the development. Funds were raised for its purchase through dances and the sale of food, rummage, paper, and articles made by the tenants. The local fire department equipped the truck with an auxiliary force pump operated by the truck motor.

War-work activities at Edison Courts include: a nursery school for the children of working mothers, a child care training center for girls and women, an automobile drivers' corps, a women's auxiliary to air raid wardens, Red Cross first aid classes, first aid courses for minute men, lectures on gas defense, and motion pictures and lectures on incendiary bombs.

ARRANGEMENTS FOR DEDICATION CEREMONIES

A statement circulated to local housing authorities in Region VI by the Federal Public Housing Authority's Assistant Director for Project Management for that Region, Mr. Raymond A. Voigt. NAHO has on file, available for loan, a number of sample dedication programs.

It should be pointed out that a dedication ceremony provides a good medium for informing the public about local housing conditions. It is one of several special opportunities occurring during and after construction of the project for valuable publicity and for cementing strong community relations. The mayor of the city or town and/or other leading public officials (including also principal authorities representing schools and churches) and civic leaders who are directly interested in and concerned with public housing activities in the community, should be invited to participate. If the development is on or near a military post, the commandant of the post should be on the program and also representatives of the construction agencies, if possible, and of the contracting firm. The construction manager and the project engineer may be invited to cooperate in arranging the celebration.

Tenant Participation Important

Perhaps most important of all, everything should be done to have the tenants feel that it is their celebration as well as the government's. A committee of tenants might be selected to assist in the arrangements. Representatives of the tenants should be seated on the platform and one of their number, if possible, should make one of the dedicatory speeches.

Special attention is called to the importance of inviting the attendance of representatives of those community agencies which will assist with the general Project Services Program when the development is occupied.

The Press and Radio

The local press and radio stations may be depended on to carry announcements of the date of the dedication. Time on the radio may be given to some local officials to tell

about the development and to issue an invitation to the public to attend the ceremonies.

Whenever possible, a local band should be obtained for the program. If an Army or Navy band from a nearby post can be obtained, it is generally preferable to a civilian band. In some communities a WPA band, a school band, or a United States veterans' service organization band is available . . . and remember that it is important to obtain clearance from the local musicians' union for any band to play.

Greetings and Messages

Requests for special articles or messages of greeting from John B. Blandford, Jr., Administrator of the National Housing Agency, and Herbert Emmerich, Commissioner of the Federal Public Housing Authority, are encouraged and should be forwarded to the central office. The responsibility for organizing and directing the best possible program rests with the management agency involved. However, the necessity of keeping the costs of developments as low as possible requires that no costs incidental to such ceremonies be charged to the development, in the absence of unusual circumstances or an unusual situation.

At least two weeks before the date set for the dedication ceremonies the agency that is undertaking the ceremony should submit to the regional office a complete statement of the program for comments and suggestions. Also, if any difficult public relations problems arise, the management agency should not hesitate to get in touch with the regional office.

CONGRATULATIONS TO GARDEN GROWERS

The following individually-written letter was sent to some 15 tenants of the Jane Addams Houses in Chicago by the Chicago Housing Authority's Executive Secretary, Miss Elizabeth Wood.

Dear Mrs.

During this summer, the garden which you and your children helped to grow and care for gave us special pride and pleasure.

There were many visitors from out of town and from the city who came to visit the Jane Addams Houses, and in every case they went to look at the gardens.

The fact that you and your neighbors cooperated as you did to beautify that particular section of the grounds of the Jane Addams Houses should receive particular commendation. It proves that people of good will can get together and make something of beauty for themselves and all their neighbors.

We know that with such spirit as you have shown, we will make the grounds of the Jane Addams Houses among the most beautiful in the country.

Sincerely yours,

KINDLY NOTE THAT...

with this issue of the BULLETIN, as indicated on page 3, you are being sent the first two reports of the Division's latest publication series—"Solutions of Housing Management Problems." It is planned to distribute additional reports with future issues of the BULLETIN until enough have been issued to constitute a bound volume. At that time the bound collection may be offered for sale. In the meantime, individual copies will not be available, either for free distribution or for sale.

FROM HERE AND THERE

SELF-GOVERNMENT

One of the daily feature columns in the San Francisco Chronicle on December 31 carried the story of how self-government began and is now functioning in the 1200-unit FPHA dormitory development for shipyard workers in Marin County (California). The story tells how some of the men in the dormitories resented the management's "no gambling" rules -- then, at a mass meeting of the residents, self-government was born and a vote of 65 to 1 was polled against gambling. Hence, management can no longer be held responsible for what seemed an invasion of personal liberty and the rule is now self-enforced by the men themselves. The mass meeting, town-hall type of self-government, however, has now been replaced by a formal Community Council, a governing body made up of 2 representatives from each of the community's 11 dormitory buildings. The Council functions just like any city council. It is free to make rules and plans for the welfare of the group provided there is no violation of county, state, or federal laws or housing regulations.

Protests against the management also find voice in this way and one of the most vigorous of

these has been against the food. The plan was to lodge complaints with the local management first; then, if action was not felt to be satisfactory, the case was to be carried further.

Recreational activities are Council-sponsored, although the management has contributed space and some equipment, as pool tables and a movie projector. All funds collected from the use of this equipment, however, go to the Community Council, to be spent for group-entertainment purposes: dances, movie films, game equipment, etc.

The columnist's comment on the undertaking is: "In approving self-government the Marin County Housing Authority shows it has faith in democratic living. It has set a standard for other dormitory housing."

FIRST AID STATIONS

First aid stations set up under air raid protection systems in California and New York housing communities have been pressed into regular daily service and are rendering valuable assistance to management. At Carmelitos in Long Beach (607 units), 51 adults and children have been served in three months, three of whom, it is reported, would have died had it not been for the first aid rendered.

EDUCATIONAL MOVIES

In Texas the Audio-Visual Division of the Texas State Department of Education is making available to those interested a service of film programs without cost except transportation from the nearest film library. There are 20 programs available, most of them descriptive either of foreign countries and folkways or present military equipment and tactics. They are suggested for housing community recreational programs or for various age level discussion groups. The FPHA regional office in Fort Worth has listed the programs and publicized them among Texas housers. The idea might be promoted by interested housing managers with other state departments of education.



*Issued by Management Division
of The Philadelphia Housing Authority
to its Residents*

VOL. I

DECEMBER, 1942

No. 6

Above is the masthead of a little 5- $\frac{1}{2}$ " x 8- $\frac{1}{2}$ " four-page printed leaflet that is distributed each month to the 5500 tenants living in the four low-rent and four war housing communities operated by the Philadelphia Housing Authority. The purpose of the Bulletin is stated to be "to build tenant good will and a friendly relationship with the management and at the same time, through suggestion, to encourage cooperation and mutual understanding."

Material for the Bulletin comes from a Committee of Managers that submits items to the Public Relations Department of the Authority's main office. There it is revised, edited, and illustrated with linoleum cuts made by the wife of one of the managers. The importance of safety in the home, of sanitation, of economy in the use of utilities, of care of grounds and gardens, and of similar tenant responsibilities is stressed, supplemented by one or two general morale-building items. Reproduced below are parts of typical pages.

HEAT

Will residents of housing projects avoid discomfort this winter because of the anticipated shortages of coal and oil? The answer to that question

will depend to a large extent upon the attitude and conduct of the tenants themselves. As fuel oil is used in TAKE TIME



heaters are equally affected.

On our part, we want to supply comfortable. Equally so, we want to be repaired. At this time there appears to be done. No allowance can be made.



Take time to live. That is what time is for. Killing time is suicide. Take time to work. It is the price of success. Take time to think. It is the source of power. Take time to play. It is the fountain of wisdom. Take time to be friendly. It is the road to happiness. Take time to dream. It is hitching your wagon to a star. Take time to look around. It is too short a day to be selfish. Take time to laugh. It is the music of the soul. Take time to play with children. It is the joy of joys. Take time to be courteous. It is the mark of a gentleman.

Cost — Results

The Bulletins cost one cent each to print, or \$60 for 6000 copies. Each of the Authority's developments is permitted to have a sufficient number of copies for distribution to each tenant family and each development is then billed for its proportion of the printing expense. The Authority reports that "while there is no way of measuring the actual value of the pamphlet in the accomplishment of definite results, we believe it is worth more than the cost . . . as a medium of friendly contact to induce residents to conform to the suggestion of constructive ideas for the good of each family and the Project as a whole."

HINTS TO THE HOUSING MANAGER

HEAT CONSERVATION

► If the kitchens or living rooms of your dwelling-units have no dividing doors and have separate radiators or stoves, they will both be made more comfortable, without raising the temperature, by placing a partition, portiere, drapery, or even a movable screen between them. The Committee on Housing of the Community Service Society of New York explains this theory by stating that air movement is a source of discomfort and that air movement occurs in heating apartments because radiators or stoves cause hot air to create flues and suck cold air toward them.

INCINERATOR CONTEST

► To encourage tenant cooperation in keeping incinerators clean, the management of Quinnipiac Terrace (248 units) in New Haven (Connecticut) has initiated an inter-building contest. Point scores are kept by weeks over 5-week periods, each week's potential score being 100, with penalties deducted from it as follows: 20 off for cans in fire box; 20 off for garbage in rubbish cans or fire box; 20 off for cans in garbage; 20 off for dirty floors. The high-point building is awarded a plaque testifying to the efficiency of its tenants, the plaque to be retained during the next five weeks, when a new competition will be underway. The contest judges include one Terrace tenant, the Manager, and the maintenance men in charge of incinerators.

AUCTION

► To make up the community newspaper's deficit (accumulated because of tenants non-payment of subscriptions), a group of Elm Haven tenants (487 units) in New Haven (Connecticut) organized into five teams to put on a drive for the donation of articles that might be sold at a public

auction. Some 130 community merchants and individuals contributed new articles for the auction, which was open free of admission to the entire community. A professional auctioneer started the sale but the project manager and two of the tenants continued it on an amateur basis, eliciting keen bidding that sometimes brought in more than the original sales value of the articles. After the sale, the community paper carried a list of all those who had contributed to the auction.

HEAT CHECK

► Also at Elm Haven, before a maintenance man will check apartments where a heat shortage is claimed, tenants must complete a special form stating that certain necessary precautions have already been taken by them. The maintenance men will not call until these precautions have been complied with and it has been found that no improvement resulted. Another rule recently initiated in this connection is that if radiator handles are found to be forced, a service charge will be levied.

OBJECT LESSONS

► The management of Merrimack Park (500 units) in Norfolk (Virginia) contributed for publication in the tenant newspaper facts about two destructive tenants (anonymous) who, when they left the community, maliciously defaced the units they had been living in, thinking that the \$5 deposit would be their only loss. The stories were given a double moral to the effect that (1) the tenants overlooked the fact that their leases required full payment for property damage and (2) since the project is for Navy personnel, the damage claims against salaries had to go through the Navy offices and hence scores

against these tenants became part of the Navy's records on the men involved--men who were, in both cases, at sea while their families were creating the situations . . . and the management pointed out that therein lay still another moral.

SHARE-YOUR-CAR

► The Greendale Review, a printed tabloid size community newspaper at Greendale (Wisconsin-572 units) conducted a share-your-car campaign and then published a special four-page edition to report results. On the basis of 396 completed questionnaires, the Review published a "Directory of Drivers Who Will Share Their Cars," showing the drivers' names and addresses, the names and addresses of their employers and their hours of leaving and returning to Greendale.

IMPROVEMENT LEAGUE

► At the request of the management at Victoria Courts in San Antonio (796 units), early in December a group of some 80 community men formed a Victoria Improvement League to sponsor all community projects felt to be worth while and to oppose all "those forces which would in any way shade the happiness or reputation of the community as a whole." The slogan of the League is "To push the good upward and the bad out."

SCRAP SUCCESS

► "Every can thrown into this incinerator is one less shot fired at our enemies. Would you like to kill a Nazi or a Jap? Then wash your tin cans clean and place them in the containers provided in the laundry or dust room in the basement." This sign was posted over the incinerator doors at Williamsburg Houses (1622 units), New York City, and is said to have increased the amount of tin cans turned in for scrap by 200 per cent.